Baseline Study Report

on

"Working together towards productive working relations between civil society and the authorities in Kosovo project"

October 2013

Commissioned by:

CiviKos Platform

Conducted by:

Kosovar Civil Society Foundation

Abbreviations and Acronyms

CiviKos   CiviKos Platform

CNVOS   Centre for information Service, Co-operation and Development of NGOs

CSO   Civil Society Organization

ED   Executive Director

EU   European Union

EUOK   European Union Office in Kosovo

jAC   joint Advisory Council

KCSF   Kosovar Civil Society Foundation

KFOS   Kosovo Foundation for Open Society

MER   Monitoring, Evaluation and Reporting system

OGG   Office for Good Governance within the Office of Prime Minister

Secretariat Secretariat of the CiviKos Platform

Strategy   Governmental Strategy for cooperation with civil society

TF   Task Forces

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1. Introduction

In April 2013, the CiviKos Platform launched a one year project with the aim to improve and strengthen cooperation between civil society and public authorities in Kosovo. The project titled 'Working Together' is financially supported by the European Union Office in Kosovo and will end on April 22nd 2014. With an initial one-year contract, the grant is part of a three year framework project which is expected to be continued following an external review of the first year activities.

As the baseline survey is conducted only five months after the project start date, this review will assess the **relevance** and **expected effectiveness** of the project, based on the expected results of the project. In addition, the review will take note of the current development of CiviKos Platform vis-à-vis its goals and expectations, as well as the context of current state of cooperation between civil society and Government and the role of CiviKos Platform for improving the future cooperation. The results of the baseline study will be utilized to design a **framework for monitoring** the results of the project. This document presents the findings of the baseline study.

1.1 Background to baseline study

CiviKos Platform (CiviKos) is an initiative of civil society organizations in Kosovo started in early 2007 and officially registered on 2 September 2007, aimed at creating an enabling environment for formal cooperation between civil society sector and the Government.

CiviKos, after a long and comprehensive consultation process with the participation of over 130 civil society organizations, on 9th of November 2007 signed a Memorandum of Cooperation between the Government and civil society (represented by CiviKos). This memorandum represents the first formal document that provides for a mutual commitment and institutional cooperation for a genuine partnership between the Government and civil society. As a result of internal developments, CiviKos passed through a passive period of activity during 2008 and 2009. As of July 2010, CiviKos focused on its internal strengthening, through consolidating its membership and internal structures and documents. During the period July 2010 – December 2011, CiviKos was hosted by the Kosovar Civil Society Foundation (KCSF), which provided the necessary human resources, office space and expertise for the process of revitalizing the network, while financial support was provided by Kosovo Foundation for Open Society (KFOS) and KCSF. As of 1st of January 2012, the newly elected Board appointed the new Executive Director and the Secretariat of CiviKos was established as an independent unit.

Following the internal consolidation, the dialogue between CiviKos and the Government of Kosovo, based on the Memorandum of Understanding of 2007, resulted in initiating the official process of drafting the Governmental Strategy for Cooperation with civil society (The Strategy). Although it is a governmental document, this Strategy has been drafted based on a long and comprehensive process of consultations and resulted with a number of strategic priorities to be achieved for the period 2013-2017, jointly agreed between both sectors. The Strategy was adopted in 5th of July 2013 and is accompanied by an Action Plan for the implementation of this strategy during the next two years. Currently, CiviKos priority goal is to contribute to the implementation of the Strategy through coordinating and facilitating civil society interest and representation on different bodies and activities which derive from the Strategy, as well as facilitate internal cooperation of its members towards achieving the strategic priorities.

In this context, the project "Working together" is intended to primarily serve the strengthening of CiviKos in order to play its role in implementation of the Strategy and strengthening of the civil society sector as a whole.

1.2 The project

The project "Working Together towards productive working relations between civil society and the authorities in Kosovo" is supported by European Union Office in Kosovo (EUOK) for the period 22nd of April 2013 – 22nd of April 2014, with the possibility of extension for two additional years, following an external review of the first year activities.

The overall objective of the project is to contribute to good governance, European integration, and a vibrant civil society in Kosovo through ensuring good cooperation between civil society and the authorities in Kosovo.

The specific objective of the project is to establish, operate and sustain an inclusive, accountable, transparent, efficient and effective working relation between civil society and the Government in Kosovo.

The expected results to be achieved are:

- Strengthened executive, operational, managerial, financial and technical capacities and established and sustained functional Governance and Management Structures of CiviKos, in line with the requirements of the civil participation process in Kosovo in general and those of civil society's cooperation with the Government in particular.
- Established and functional operational framework for the civil participation process in Kosovo in general and for civil society's cooperation with the Government in particular.

- Established package of basic set of information, facilitation and financial services to support the civil participation process in Kosovo in general and civil society's cooperation with the Government in particular.
- Increased and regular monitoring, evaluation and reporting on the civil participation process in Kosovo in general and on civil society's cooperation with the Government in particular.
- Increased and continuous visibility on the civil participation process in Kosovo in general and on civil society's cooperation with the Government in particular.

The project consists of various activities under five integrated activity streams, in line with the expected results of the project:

1.1 - Strengthening CiviKos' Governance and Management Structures
1.2 - Strengthening CiviKos' executive, operational, managerial, financial and technical capacities
1.3 - CiviKos Internship Programme
2.1 – Partnership - Advocacy for a genuine Civil Society – Government Partnership
2.2 – Dialogue - Establishment and operation of the joint Advisory Council on the implementation of the Government Strategy for Cooperation with Civil Society
2.3 – Consultation - Establishment and operation of three joint "Task Forces" as per strategic priorities of the Government Strategy for Cooperation with Civil Society
2.4 – Information – Enhancing the Government's information provision on Government – Civil Society Cooperation
3.1 – Information Services for Civil Society – Government Cooperation
3.2 – Facilitation Services for Civil Society – Government Cooperation
3.3 – Financial Services for Civil Society - Government Cooperation
4.1 – Monitoring, Evaluation and Reporting
5.1 – Visibility

Table 1: Activity stream/activities

The total budget of the project is 120,340 EUR, with 100,000 EUR granted by the EUOK and the remaining part co-financed by the Netherlands Embassy in Prishtina and Kosovo Foundation for Open Society.

1.2 Objectives of the baseline study

According to the Terms of Reference published by CiviKos, the goal of the baseline survey is to assess the existing conditions and issues affecting target communities and beneficiaries and establish benchmark indicators to inform the monitoring and evaluation plan.

Specific requirements from the baseline study are:

- To provide information for planning the project and its implementation, including information about efficient and effective working relation initiatives between civil society and the Government in Kosovo; and specifically looking at the 5 (five) results of the project.

- To provide benchmark information for measuring project achievements and impact (at the project objectives, intermediate results levels).

- To provide information on the number of civil society groups actively engaged in cooperation initiatives with the Government.

- To identify benchmarks and indicators that can be used as a point of reference for monitoring and evaluation of the Working Together project.

- To review current monitoring and evaluation tools, identify gaps and clear indicators for the Working Together project.

Based on the above written requirements, KCSF proposed a methodology combining design evaluation and process evaluation, which aims to measure the **relevance** and **expected effectiveness** of the project.

Measuring relevance, KCSF aims to assess the extent to which the project objectives and its particular activities and means are suited to the priorities and policies of CiviKos, the Strategy and the target groups of the "Working Together" project.

Measuring the expected effectiveness, KCSF aims to assess the extent to which the project objectives are expected to be achieved, taking into account their relative importance in the given context.

As the implementation of the project has started recently, it is considered that the study should assess the current state of activities and performance with a view to evaluate the chances for

achieving the expected results of the project. Nevertheless, since the core mission of CiviKos is embedded within the expected results of the project, the baseline study will address issues which are not necessarily part of the "Working Together" project, but have a direct influence on the success of the project.

2. Methodology description

In order to evaluate the design of the project and the process of its implementation, the methodology implemented for the baseline survey focuses on qualitative tools, which provide an in-depth view of the most pressing needs and issues and the means and tools which CiviKos deploys to address them.

Concretely, the methods used to collect the required data included:

a) Project document review, as submitted to the EUOK (including Log-frame and Activity Plan);

b) Literature review and data extraction from various publications/documents;

c) Semi-structured interviews with CSOs, government, donors representatives and CiviKos (Secretariat, Board and its member organizations);

d) Documents produced by CiviKos within the project activities;

e) Focus group discussions with CiviKos Board and Secretariat, to validate findings and the proposed recommendations.

Project document review

The project document, as it was submitted and approved by the EUOK, was initially read and analysed, in order to understand the specific tasks and activities which are to be carried by the project. The Log-frame of the project was analysed to understand the logics and interrelation of the specific objectives, expected results and activities, while the Activity Plan was used to assess the level of achievement of specific project activities with regards to the time-span of the project.

Literature review and data extraction

Various publications, studies, strategies and other documents where consulted to understand the context on which the project will be implemented. Also, specific data extraction forms where used to extract data from various documents, needed for appropriate assessment of the project, in terms of relevance and effectiveness. A list of literature review and data used is attached as an appendix to this report.

Semi structured interviews

Semi-structured interviews were held at three different levels. At the first level the interviews were conducted with selected members of CiviKos Board and Secretariat, in order to get informed for the content, activities and implementation of the project. Interviews at the second level were conducted with CiviKos member organizations and non-member NGOs, while at the third level the interviews were conducted with government representatives who are in charge of implementation of the Strategy or its specific activities.

The selection of the interviewees was based on the method of "key informants", which were selected based on their previous involvement in CiviKos activities, assuming they possess information and ideas that can be explored by the assessors. The number of key informants selected for interviews was 13, with particular attention on covering each of the targeted levels.

Each of the interviewed groups had a number of standard questions, as well as specific sets of questions, depending on their positioning and role towards CiviKos. The questions aimed to assess both the performance of the project and CiviKos Secretariat as well as the expectations of different actors towards CiviKos. Moreover, aiming to explore in-depth the supplementary information provided by key informants, the interviews were conducted with an added flexibility in terms of topics and questions covered. Complementing the key informants, the methodology consisted on interviewing a number of "outsiders", namely organizations/individuals which are potential beneficiaries of the project and CiviKos, but have not been involved in direct activities up to date. The interview with the outsiders consisted on a limited set of basic questions, which was possible to be extended depending on the level of information provided by the respondents. A list of interviewees is attached as an appendix to this report.

With regards to the sampling of the interviewees, the methodology has ensured adequate representation of different levels and types of organizations and institutions with regards to their relation with CiviKos. Concretely, the rate of inclusion of member organizations in the interviews list was 11%, while the ratio of member organizations in comparison to all interviewees is 58 %. 63% of the interviews fall under the category of "key informants" while the rest fall under the category of "outsiders". In addition, a special attention has been put in proper coverage of specific strategic priorities of the Strategy, through interviewing member organizations and institutions which scope of work corresponds to those strategic objectives.

Documents produced by CiviKos

A number of activities of the project include production of different documents, such as Rules of Procedures, Code of Conduct, provision for position building and representation, ToR for a

number of bodies and task forces to be established, monitoring plan, etc. These drafts or final documents which were produced by the project were analysed and reviewed in comparison to the project tasks, expectations from the target groups and the general context in which CiviKos operates.

Focus Group

As most of the relevant people were interviewed during the data gathering phase, initial findings and recommendations were highly consistent throughout the majority of the interviewees. However, as CiviKos is a network of member organizations, a discussion and validation of the recommendations for further action was conducted with CiviKos Board, in order to operationalize the recommendations produced by the assessors. A specific focus group to discuss and validate the findings and recommendations of this study was held on 8th of October 2013, enabling the assessors to finalize all open issues and validate the content of this study.

Data processing and analysing

Data collected were processed and analysed using two strategies: "answer to question" and "organizing by theme". Initially, the data has been organized based on the specific questions, with recorded interview notes and other data according to the answers provided for each of the questions. Additional notes that were brought up on other questions during the interviews, but which related to the certain question, were also coded within the same answers to the question. Following this, in order to address all issues emerging from the interviews and other data collection tools, the data were organized by themes. This strategy consists on grouping comments and data addressing the same themes, regardless of the question or source of information they derive from. Last, for questions which could be quantified in terms of standard type of answers from all respondents, the results are presented in the report in a scaled format: "some of the respondents" – when fewer than 50% of respondents had the same or similar answer, "most of the respondents" – when more than 50% of respondents had the same or similar answer, "all respondents" – when 100 % of respondents had the same or similar answer.

3. Data analysis

The gathered data has been analysed in three levels: 1) project level; 2) organizational level; and 3) context level.

In principle, the data analysing at the **project level** is the main axis of this report, both technically and content related. The state of affairs of specific activities in relation to the planned activity plan is the first part of assessment, followed by the process undertaken during the implementation of activities. The results of the project level assessment make it possible to interlink the relevance and effectiveness of activity clusters in relation to CiviKos as a whole and the context in which it operates.

Based on the project level assessment and taking into account additional spaces of CiviKos operation, data has been analysed aiming to produce a consistency between the project and **organizational** development of CiviKos. Moreover, as the project is an operational grant to CiviKos, the distinction between project assessment and CiviKos assessment in some cases is very narrow.

Last, as both the project and CiviKos aim at contributing to a structured cooperation between civil society and government, the **context** in which all actors play their role is very important for measuring the chances for sustainable change. In this regard, expectations from member organizations and government representatives, and current and potential capacities to meet those expectations comprise an important part of elements which are analysed and should be taken into account.

Thus, the report is organized based on the project structure and components, while different levels of analysing and assessment are interlinked within the project structure.

3.1 Functional Governance and Management Structures of CiviKos

The first activity stream of the project aims to result with *strengthened executive, operational, managerial, financial and technical capacities and established and sustained functional Governance and Management Structures of CiviKos.* These capacities and structures should be *in line with the requirements of the civil participation process in Kosovo in general and those of civil society's cooperation with the Government in particular.*

Although the project follows throughout the model of participation proposed by the Council of Europe and already promoted by other CSOs in Kosovo, it should be noted that due to new history of participation and cooperation between civil society and government in Kosovo, "the requirements of the process in Kosovo" are very dynamic and a continuously moving target. As

such, CiviKos should be very careful in positioning itself within the overall picture of participation, as the requirements many times are subject to ad-hoc developments and/or different issue based perspectives. Thus, creating functional mechanisms which ensure that the expectations and input from its members are translated into CiviKos direction are of a major importance and apply to the entire scope of CiviKos activities.

The first activity of the project aims at _strengthening CiviKos' Governance and Management Structure_, and is focused on advancing and/or developing the main internal documents which regulate the functioning of the network at all levels. Currently, CiviKos possesses its Statute, which was amended in 2011 Assembly of Members and consists of main issues of CiviKos governance. As the Statute sets out only general principles of governance and management of the network, it needs to be complemented with more detailed documents which operationalize the daily activity of CiviKos. Rules of Procedures and Code of Conduct are the main documents which are planned to be drafted and adopted during the implementation of the project. Up to date, CiviKos has produced an initial draft of the Rules of Procedure, which includes also provisions on position building, representation, selection procedures and information sharing. The draft has been produced through CNVOS consultancy and a consultative meeting has been organized with member organizations. Following this meeting, CiviKos Secretariat has been in continuous contact and consultation with the external consultant and a final draft has been produced. However, after initial consultations on the Rules of Procedures, member organizations confirm that they are not well informed on the content any of the final draft of the document. The initial draft of the Code of Conduct has been compiled through individual consultancy, and a consultative meeting with members was held recently, while additional consultations are planned to take place in the coming weeks. A specific part which is not covered in details in the current drafts is the financial management rules for the platform in general. Board members think that this field should be covered in the near future, so all potential situations to have the respective procedure in place.

Both documents are slightly delayed compared to the Activity Plan, but still on time to reach the planned indicators. According to the Executive Director of CiviKos, that was due to the vacation period, when most of the people are on holidays.[1] However, if the necessary consultation process is not properly organized, it may further delay their timely completion or the quality of the documents.

To conclude, the internal documents which have been planned to be completed are still on the drafting process and further consultations need to be undertaken in order to finalize the documents. In addition to the already drafted documents, specific rules for Financial

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[1] Interview with Valdete Idrizi, Executive Director-CiviKos, 13 September, 2013

Management shall be produced and adopted in a near future. Rules of Procedure and Code of Conduct will determine functioning of CiviKos in the coming years, thus members need to be fully informed and consent with the content of these documents. As the documents shall be adopted by the Assembly of Members by the end of 2013, CiviKos Secretariat should undertake comprehensive consultations to ensure that member organizations provide their comments and are prepared to implement the provisions after their adoption. As a result of these consultations, both the Secretariat and member organizations would increase their ownership in the drafting process, as these documents will set the main directions of their future functioning.

Second activity of the first component aims at _Strengthening CiviKos' executive, operational, managerial, financial and technical capacities_, through identifying the needs of the staff and addressing those needs through various forms of capacity building. CiviKos' Secretariat has successfully completed its staffing – Executive Director and 4 other staff members have covered sufficiently the scope of work which is expected to be delivered by the Secretariat. In terms of capacities, in absence of a Capacity Needs Assessment and a Capacity Development Plan[2], it is difficult to provide an accurate assessment of the current and potential capacities of the Secretariat as a whole and its staff in particular. Up to now, the staffs have undergone various trainings and on-job trainings, mainly by the CNVOS consultants, while the Secretariat Coordinator has visited Croatia for on-job training for cooperation between government and civil society. However, based on the interviews with member organizations and analyses of the documents produced, the Secretariat is still on its way to respond to the needs of the processes which are under its mandate.

Although CiviKos Board has previously decided that the content related expertise is not intended to lie within the Secretariat, the representation and advocacy on behalf of its members requires a good knowledge of the principles of civil participation and cooperation between government and civil society. According to its internal documents, in particular those who are still a draft, Executive Director and the senior staff of the Secretariat should represent and advocate on behalf of its members, on issues of common interest. Currently, most of CiviKos' work was concentrated on coordination activities, where CiviKos was responsible for information sharing and logistical arrangements, while documents and other content were produced by external consultants. Representation and advocacy have not been the primary activities until now, but it is expected to become a focal activity in the near future. While drafting of the internal documents has been mostly dependent on the expertise of external

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[2] According to the ED, the Capacity Needs Assessment, as a formal document, will be produced at later stages of the project and be combined with the staff performance evaluation

consultants, the Secretariat shall build the necessary capacities to maintain the designed procedures when these documents will become operational.

Many of the member organizations are located outside the capital city, thus when being in Prishtina they use CiviKos' premises for meetings, printing or just to get informed on the developments within CiviKos. Although this facility is still used only by few organizations, this is appreciated and is an example of concrete technical and logistical benefits from CiviKos.

In assessing the motivation of member organization to become a member of CiviKos, it is seen that hopes and expectations for future benefits prevail over the current activities within the network. In this regard, members expect the Secretariat to focus on coordination activities but coordination should be extended beyond the technical coordination and information sharing. As CiviKos is positioned to have a general overview of the main developments with regards to cooperation with government, member organizations think that the Secretariat should be much more active in taking initiatives which address issues within CiviKos' mission. Up to now, this has not been the case.

Expectations from the member organizations are that the Secretariat role should not be limited to logistical tasks only, such as information sharing and e-mail forwarding. It should take a lead role in initiating various activities and events with member organizations and others, occasionally take a position on major issues, as well as send follow-up information on what happens with the joint activities of the members or Secretariat. Moreover, most of the members and the public are not familiar with the Secretariat staff. Besides the Executive Director, which is known by member organizations mostly due to her previous activities within civil society sector, the rest of the staff is little known. An exception to this is the Coordinator of the Secretariat, whose name is more familiar to others because of the frequent e-mails received from her.

Last, a number of well-established member organizations who already have extensive experience and expertise on particular fields of work have expressed their readiness to assist the Secretariat in increasing their capacities. Areas where the expertise from member organizations could be transferred to the Secretariat include civic participation, monitoring the work of public institutions, web development, etc[3].

To conclude, the performance of Secretariat needs to advance still so to be in line with the expectations from the member organizations while dependence from the external expertise. In order for the staff to advance their performance, further capacity building of the staff is necessary, based on a clear and specific capacity building plan. Specific expertise of member

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[3] Interviews with Driton Selmanaj (KDI) and Vjollca Çavolli, (STIKK)

organizations should be utilized in capacity building efforts and more direct contact with them is crucial in achieving this. More presence of Secretariat staff in the activities of its member organizations, as well as creation of more opportunities for direct interaction with member organizations is one of the first steps to contribute to this. According to its statute and expectations from member organizations, main task of CiviKos Secretariat is coordination of member organizations towards the cooperation with government and initiatives on the main issues of common interest that fall within CiviKos' mission. For this to happen, it is a necessity to align the required and expected role with the capacities and performance of the Secretariat. It is recommended that for the next couple of years, CiviKos Secretariat should focus on increasing their skills and capacities for technical and content coordination, as well as be more proactive in undertaking initiatives on issues which fall within the mission of the network. Thus, an increased commitment from Secretariat in advancing their capacities is crucial to achieving the set objectives of the project, as well as become fully operational for the needs of CiviKos in general.

CiviKos Internship Programme aims at _promoting knowledge sharing between CiviKos and its Members, thereby getting the Members closer to the daily work of CiviKos and vice versa and injecting fresh ideas into the workplace_. The implementation of the Internship Programme has started and the first phase has already been completed. The open call for application was published, and after selection procedures, two interns have been selected and very soon are expected to start the work (September/October). The first intern will be responsible for the administrative work, while the second intern will deal with tasks related to the Joint Advisory Committee and Task Force establishment. Although the call was open for public, the interns are not part of any CiviKos member.

In general, the current implementation of the internship programme has been satisfactory, and additional human resources available for the Secretariat present a good opportunity to increase the overall volume and quality of work. Definition of tasks for the selected interns is a great way of focusing their smooth inclusion in the daily work of the Secretariat. The next round of interns should also be more focused on achieving the initial aim of this programme in getting the Members closer to the daily work of CiviKos and vice versa, through increased involvement of member organizations in preparation and implementation of this programme.

3.2 Established and functional operational framework for the civil participation process in Kosovo

The second activity stream of the project contributes to an _established and functional operational framework for the civil participation process in Kosovo in general and for Civil_

Society's cooperation with the Government in particular. It aims to promote partnership principles in public policy and decision-making through advocacy, awareness raising, sharing of information and providing crucial perspectives on the issue of partnership in Kosovo. In addition, it involves assistance in establishment and operation of a Joint Advisory Council for implementation of the Strategy, as well as establishment and operation of three Task Forces, as per strategic priorities.

Initially, it is evident that in order to promote the partnership principles in their full, an extensive experience and knowledge on the entire policy-making cycle and civil participation principles is necessary. In particular, this is important for reactions on the lack of partnership and provision of crucial perspectives on issues of partnership in Kosovo. As the project document requires this task to be performed by CiviKos, we think that at this stage it is important to define different levels of CiviKos and the expected tasks on this issue. Based on the assessment of capacities from the previous section and the planned activities of the project, for a certain period of time a clear division of roles and responsibilities must be made between CiviKos Secretariat, CiviKos Board and CiviKos Task Forces. Acknowledging that the specific expertise should lie at the level of Task Forces, it is the obligation of the Secretariat to continuously collect and share information and take initiatives to mobilize Task Forces and other members for different issues of common interest. At the same time, Board should monitor the performance of Secretariat and Task Forces, as well as discuss major issues which have a horizontal influence in CiviKos' mission. If the entire expertise and performance is to be only within the Secretariat, the relevance of this component will be at stake and chances for success minimized.

Contributing to *promotion of partnership principles*, on 5th of July 2013, the Governmental Strategy for cooperation with civil society was adopted by the government and presents the first framework document that aims to structure the cooperation between both sectors. The initiative for drafting this strategy dates back in 2007, when the first memorandum of cooperation between civil society and Government was signed. In parallel to its internal strengthening, facilitation of the Strategy drafting process was the key activity of CiviKos during the previous two years. Expertise and direct contribution from CiviKos member organizations has been crucial for drafting of the Strategy, from its initial design to the final draft. Such contribution from CiviKos is expected also for the implementation phase, in particular for pressuring the government to keep to the set objectives and deliver the commitments made within the Strategy.

Based on the interviews and data analyses, CiviKos has not fully utilized the momentum of adoption of the Strategy to promote the model of partnership. Up to date, the information on the adoption of the Strategy has been sent by e-mail both from CiviKos Secretariat and the

Office for Good Governance, but no further information or promotion was made. Interviews showed that majority of member organizations have insufficient information on the content of the Strategy and their potential involvement in its implementation, although all of them declared their readiness to contribute to its implementation both as participants of different Task Forces or leaders (in their specific field of work). However, they think that CiviKos Secretariat should take the lead in mobilizing them to contribute to the implementation of the Strategy, initially through gathering them and discussing the Strategy and their involvement in implementation process.

Full pressure and contribution for the implementation of the strategy is vital, as most of the members are not optimist that this Strategy will be implemented and produce concrete results. This is due to a number of reasons, such as: previous experience with lack of implementation of other strategies; willingness of the Government and the capacities of the Office of Good Governance; approach of the government towards civil society and governance principles in general, etc. In terms of the political will to implement this Strategy, CSOs consider that as low, although declarative commitments have been present. According to CSOs, Government motivation to adopt and implement the Strategy is mostly deriving from the EU pressure, and the need to present a democratic culture towards the public opinion and international community.

For the Office of Good Governance – which is the mandated unit to coordinate the implementation of the Strategy - this Strategy is welcomed and contributes on strengthening the relations/communication between both parties. The government was aware of the EU requirements for a structured cooperation through the EC Progress Reports, however this was not perceived as a pressure. The need for a Strategy, according to the Government, was local and came from both sides.

However, the concerns of civil society and the need for a continuous pressure are confirmed from the interviews conducted with senior staff of a number of ministries who have a role to play in implementation of the Strategy. The respective line ministries[4] have received the Strategy through an e-mail notification from the Office for Good Governance, but no further promotion was made. When interviewed, the senior civil servants of these ministries had very limited or no information on the adoption of the Strategy and none of them had any concrete information on the content of the Strategy and potential obligations of their respective institutions/ministries.

Following the adoption of the Strategy, 2-3 meetings have been held between CiviKos and Office for Good Governance to discuss the initial preparation for its implementation, but this

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[4] Such as Ministry of Health, Ministry of Culture, Youth and Sports, Ministry of Labour and Social Welfare.

still didn't produce any campaign to inform the line ministries, CiviKos members/non-members and the wider public with the content and requirements of the Strategy.

Considering the low level of information among members and Government officials, it is obvious that neither Office for Good Governance nor CiviKos Secretariat were successful in reaching beyond technical information about the Strategy. Thus, the cooperation principles promoted by the Strategy are still to be applied and the cooperation between civil society and government continues mostly on ad-hoc basis.

When it comes to reaction on specific issues or in case of lack of cooperation from Government side, no reaction was made by CiviKos. The Executive Director of CiviKos said 'the lack of reaction was due to the lack of internal mechanism for regulating this issue, which now it is foreseen within the draft of Rules of Procedure and will be implemented in the future, when the draft is approved by CiviKos members'.[5] This is true and again confirms the need for completing and adopting the Rules of Procedures, which open the way for CiviKos (including its Executive Director) to react and take positions on issues which are related to its mission. However, it is the task of the Secretariat to track the developments related to the partnership between two sectors and initiate the internal mechanisms to address specific developments.

To conclude, it is evident that CiviKos Platform is best placed to promote the partnership principles and exert the necessary pressure towards the government in applying the principles and objectives already agreed through the Strategy. In absence of CiviKos, the likelihood that the government implements the Strategy is minimal, or at least not according to the principles agreed by both parties. In order for CiviKos to play its role, two main preconditions need to be met: 1) possessing of functional internal mechanisms, and 2) proactivity of the Secretariat to track the developments and mobilize and involve its members to contribute and/or react. While the first precondition will be met as soon as the activities from the 1st project component will be completed, the second precondition is dependent mostly on the performance of the Secretariat. Thus, an intensive outreach campaign to member organizations and others with the aim of informing and mobilizing their contribution for the implementation of the Strategy is urgent. CiviKos Board and Task Forces have also an important role to play in providing the necessary directions, respectively expertise for the Secretariat (see below).

Following the cooperation issue, preparations for establishment of the *joint Advisory Council (jAC) and Task Forces* are on-going and these bodies have not yet been established. According to the Executive Director, "this process took longer, because the Government had to make official decision for that. Actually, the jAC Rules of Procedure and Task Force ToR have been drafted, and these documents will be ready for the big promotional conference that will be

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[5] Interview with Valdete Idrizi, Executive Director-CiviKos, 13 September, 2013

organized in October, in regard to the promotion of the Strategy. During this conference, will be also launched the call for applicants for jAC and Task Force."

Based on the documents analysed and interviews conducted, there were a couple of problems identified on the design and implementation plan of this part of the project. First, while the jAC is clearly a governmental advisory body, the positioning of the Task Forces was unclear, whether they should be internal bodies of CiviKos Platform or should be established as official bodies within jAC umbrella. Lack of clarity was found while comparing the project document, drafts of the jAC Mandate document and ToR for Task Forces. Second, the sequencing of implementation of activities related to these two bodies were not rational and had conflicting hierarchy. Third, the interviews have confirmed that this issue has not been consulted with all stakeholders, and different perceptions were present at different sides.

Joint Advisory Council is a governmental body, which will be responsible to monitor and evaluate the implementation of the Strategy as well as discuss and propose solutions about the matters related to the Strategy and Government – civil society cooperation in general. It is under the competence of the Government to create this council and adopt its mandate and rules of procedures. Normally, following the spirit of cooperation during the drafting process of the Strategy, CiviKos contribution to its preparation, establishment and operation is of a key importance.

An unclear situation was present when it comes to the concept of Task Forces. According to the project document, the secretariat of the Task Forces will be the OGG, implying that the Government will establish these bodies. However, the detailed description of the Task Forces Session states that "conclusions of each meeting will serve to initiate and build CiviKos position on respective fields…" and "…the work of these task forces will also provide detailed information and analysis to civil society representatives in the joint Advisory Council", implying that they will be serving CiviKos and other civil society representatives in the jAC. The drafts of the documents for jAC and Task Forces state that they are established by CiviKos, with participation of representatives from civil society and government. At the same time, the draft of the Rules for Procedures of CiviKos provides the basis for establishment of "sectoral working groups", which are responsible for preparation of CiviKos program on separate areas, which serve as a basis for CiviKos positioning on those respective areas. Some of the interviewees who were active in the process of drafting the Strategy have the understanding that there will be only one type of "Task Force/Working Group", as internal bodies of CiviKos. According to them, Task Forces are internal bodies of CiviKos which should be created according to the Strategic priorities, and not only. The aim of each of the Task Force is to gather specialized organizations which will monitor, contribute to, react on and promote the cooperation between civil society and government in their specific field of work. Task Forces will continuously provide to other

members of CiviKos their expert opinion on specific fields, thus enabling CiviKos as a whole to take positions on developments relevant to its mission. In practice, the results of the Task Forces work will feed in also the work of the jAC, through CiviKos and their representatives in the jAC.

Based on the above, in the understanding of the assessors, the concept and operational plan for joint Advisory Council and Task Forces need to be clarified before any official act is undertaken for these bodies. This was not found neither in the project document nor in the up to date preparations for their establishment from OGG and CiviKos. However, this situation was clarified following the focus group with CiviKos Board, which confirmed that the Task Forces shall be comprised only from civil society representatives.

As for sequencing of the actions, the problem lies at the selection procedures for civil society members of jAC and in particular members of Task Forces. While CiviKos selection procedures will apply in certain cases at both of these bodies, CiviKos will have a functional selection procedure only after adoption from its Assembly of Members. While jAC and Task Forces plan to launch their call for nominations in October 2013, the Assembly of Members is likely to take place at the end of October or beginning of November 2013. In this case, CiviKos would apply selection procedures which are not adopted by its highest decision-making body and practically would have no legal basis for such a selection. However, this situation was clarified following the focus group with CiviKos Board, which confirmed that the jAC should precede the Assembly of CiviKos.

Last, the lack of consultations for the documents which will regulate the work of jAC and Task Forces had further contributed to this unclear situation. Both documents have been drafted by the external consultants and until now only OGG and CiviKos have had the opportunity to see and comment on the first drafts and only recently the consultation is being held also with CiviKos Board. This lack of consultation has been reasoned with the summer holidays period, and the Secretariat is planning to launch a consultation process very soon. However, it is unclear whether there will be sufficient time for a proper consultation before the planned launch event. The lack of consultation for these documents as well as the lack of follow-up with member organizations in the case of Rules of Procedures draft, makes some of the member organizations doubt on the capacities of the Secretariat to perform its tasks at the required level. According to some of the interviewees, the reason why they are part of this network is just because of the role that has CiviKos in bringing together organizations to discuss and jointly advocate for issues of common interest in relation to the cooperation with the government. In parallel to lack of initiative from the Secretariat, there has been found an absence of initiative and demand from the member organizations too. According to the Executive Director of CiviKos, the members should be more pro-active and come up with new ideas/initiatives, and

not only wait for the Secretariat activities. This statement was supported also by one member organization, who thinks that "member organizations should be more pro-active, by initiating issues/events which will be asked to be supported by CiviKos. CiviKos should be more focused on giving information's and coordination activities among its members and Government".[6]

Some of the members stated also that the Board of CiviKos should play a more active role in mobilizing the Secretariat and member organizations, in particular now where the Strategy is there and more opportunities are present. According to them, the work of CiviKos should not be dependent on the good will of some of the members which are more dedicated to work, but they must act as one and make positive pressure for the good functioning of CiviKos. On this issue, the Executive Director of CiviKos expressed her opinion by saying 'The commitment and performance of board members has been excellent. In fact, since the beginning of the work, my expectations were high for the composition of the Board, and can freely say that all of my expectations are met. Board members have been willing to respond/be included in all requests arising from CiviKos Secretariat'.[7]

To conclude, it is clear that there are a couple of problems on design and implementation plan of the part on jAC and Task Forces. There is no clear and uniform understanding of the concept and positioning of the Task Forces; the sequencing of implementation of activities related to these two bodies are not rational and have conflicting hierarchy; and draft documents for jAC and Task Forces have not yet been consulted with members, thus contributing to this unclear situation. This situation was clarified following a Board meeting, which decided that the jAC should precede the Assembly of CiviKos, while the Task Forces shall be comprised only from civil society representatives. As the members will be those who will participate and contribute in the work of both bodies, a qualitative consultation of the concepts and draft documents is the very first step to be undertaken by the Secretariat. Since jAC will be an official governmental document, CiviKos should insist that this document passes all the required public consultation phases, while CiviKos Secretariat can offer itself as a facilitator of this process. In the meantime, both CiviKos and OGG should refrain from launching incomplete documents in their already planned conference. Since Secretariat is planning to launch the consultations very soon, the conference can be used as an additional consultation opportunity for the jAC mandate and establishment. Moreover, none of CiviKos representatives can be elected before the Assembly of Members adopts the selection procedures. Thus, preparations for the Assembly shall start immediately and all unclear issues clarified before the Assembly takes place. Last, as the drafts of the documents for jAC and Task Forces are produced by external consultants only, CiviKos Secretariat should officially invite all members who have the necessary

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[6] Interview with Vjollca Çavolli, Executive Director-STIKK, 6 September, 2013

[7] Phone conversation with Valdete Idrizi, Executive Director- Civikos Platform, 18 September, 2013

expertise to contribute to their finalization. Only if Kosovo specific context is taken into account, such documents can be properly implemented in practice.

Since one of the pillar activities of CiviKos is information provision on relevant developments for participation, it makes a solid part of activities to be implemented through this project. Information provision is designed at two levels: supporting Government in providing information and establishing a CiviKos information system. One of the specific project activities aims to *enhance the Government's information provision on Government – civil society cooperation*, while the second information-related activity is provision of timely and accurate information from CiviKos (see 3.3 below).

The activity which is directed towards government plans that CiviKos provides assistance to the Government in assessing its problems, needs and priorities in terms of enhancing its information provision on civil participation, as well as elaborating a strategic information plan. In addition it includes a logical system definition and the identification of alternative ICT architecture to be designed and functionalized by the Government, for purposes of continuous information flow on citizen participation issues.

Currently, based on a "gentleman agreement" between CiviKos and Legal Office of the Office of Prime Minister from 2012, all legal departments in line ministries are required to send to CiviKos their draft-laws and strategies, which are then to be delivered to CiviKos members and others through the Secretariat. This has been running for almost two years and Government has shared most of the draft-laws in process with CiviKos, who has further forwarded all of them to other civil society organizations. Based on the interviews with member organizations, this information is appreciated, despite concerns on the format of provided information. In general, e-mails received from the line ministries contain the draft of the document (law, policy, strategy), without additional information on the content of the material and the drafting process. As for the Secretariat, the e-mails are directly forwarded to the members, without any processing and no follow-up monitoring or information on respective documents is conducted.

Despite some concerns, this system of information sharing from the government, through CiviKos, can be considered as a solid basis for further advancement. CiviKos assistance to government to establish a fully-fledged information system is an excellent way of cooperation in theory, but it is difficult to be put in practice at the current state of developments at both sides. The lack of an internal information sharing system within CiviKos makes it difficult for the Secretariat to provide assistance and expertise to other parties, namely the Government. Moreover, the information sharing from the Government is not a stand-alone activity – it rather is a result of an entire cycle of information collection from all governmental units, processing from the Office of Good Governance, targeted dissemination from the Government and CiviKos

as well as a tracking system for follow-up on the disseminated information. Thus, it is an ambitious undertaking which needs to be carefully assessed and planned.

To conclude, given that a number of other top priority issues need to be addressed at the earliest convenience, CiviKos is not well positioned to assist the Government in building an information system at this period of time. CiviKos can provide assistance and expertise to other parties for information provision only after its internal capacities and mechanisms are sufficiently developed. When doing so, it needs to carefully assess a wide spectrum of factors which influence a successful information provision and aim to build a complementary system which links governmental and CiviKos information systems. Thus, this activity is considered not feasible for the first year of project implementation and needs to be re-scheduled at later phases of the project.

3.3 Support the civil participation process in Kosovo (Info, facilitation, finance)

The third activity stream of the project aims to _establish package of basic set of information, facilitation and financial services to support the civil participation process in Kosovo in general and civil society's cooperation with the Government in particular._ This is intended through three types of services: information; facilitation and financial support. Through this activity stream, CiviKos aims to be able to provide the necessary services to all interested CSOs for becoming active players of the decision-making process.

The first service package consists of information services, notably the provision, by CiviKos of accurate and timely information on civil society – Government cooperation, in formats that are accessible and affordable by all interested parties. The means to be deployed are: national hub, namely the Secretariat; regional hubs in major regions/cities of Kosovo; and a web-portal to serve as a one-stop-shop for all relevant e-information on cooperation between two sectors.

Addressing the very first step of civil participation, establishing a functional information system is one of the most relevant activities of this project. Moreover, utilizing different means for this in order to have a variety of formats which are accessible and affordable to all is appreciated. However, the interviews demonstrate that some of the particular elements of intended activities may well be still inadequate for the time being.

CiviKos Secretariat is the "national hub" and generator of all information to be disseminated through different channels, and all respective communication means need to be supplied with adequate and relevant information from this central unit. Up to date, the most common information disseminated by the Secretariat were draft-laws for consultation, which have been forwarded to member organizations as received by the government. Occasionally, information

about funding opportunities and capacity building events has been also forwarded to members. Although appreciated by member organizations, many of them declare to have had access to this information also through other channels. As it is seen from the interviews as well as documents analysed, for the time being, CiviKos Secretariat does not produce any concrete information which would be beneficial to its members, but rather serves as a "multiplier" to the information produced and shared by other parties, mostly government.

Moreover, concerns have been raised during some of the interviews on the communication tools used by the Secretariat: The only functional communication tool utilized by CiviKos is e-mail, which is used mostly for one-way information provision, in particular to forward draft-laws from the Government, without any further follow-up or feedback from any of the parties. Practically, CiviKos website is functional; however no updated and relevant information is available. Interviews confirm that web-site is not considered as a communication tool within CiviKos, and some members have requested a more usable and informative web-site.

Regional hubs which are foreseen under project activities have been not established yet and according to the Secretariat 'they are working on this issue'. In this context, opening of Regional Hubs is welcomed by the members in principle. However, members think that until the central structures of CiviKos are strengthened and fully operational, the regional hubs are not feasible at all. When Secretariat and its internal mechanisms will be fully functional, only then Regional Hubs would have information and content to work with. When this time comes, the design of Regional Hubs and selection process should be inclusive with all members.

To conclude, CiviKos' information system is yet to be established and a substantial work needs to be done for a proper design of this system. First, the most pressing issue is establishing the necessary tools to gather, process and disseminate information from the Secretariat. E-mails, although a low-cost and effective communication tools, need to be complemented with other tools, including web-site and direct communication. In addition, it is necessary to ensure that communication is not one-directional, thus providing member organizations with opportunities to react and contribute to the disseminated information is of crucial importance. A precondition to this is to increase the capacities of the Secretariat to gather and process relevant information and not limit only to forwarding documents and materials which are produced by other parties only. In this context, Opening of Regional Hubs is considered still not feasible for the first year of the project. However, the already published call for Expression of Interest should be used to gather additional information on members ideas and thoughts on this issue, and based on this the final decision shall be made, including the alternative of postponing this activity for later stages of the project.

Facilitation services for civil society – government cooperation comprise the following service provision activity, which aims to enable CiviKos to extend its involvement beyond the Strategy,

namely supporting third party partnership, dialogue, consultation and information processes. According to the project document, this facilitation includes supporting third party advocacy and/or lobby initiatives, supporting third party awareness raising, supporting the provision by third parties of open and free information and providing specific advice on specific cooperation issues and / or on specific themes. In particular, CiviKos will contribute through demonstrating how its own "working" solutions to issues of civil participation of Kosovo may help third parties solve their own civil participation problems. Some of the intended activities are to be based also on the functionality of CiviKos internal mechanisms, such as selection process or position building mechanisms, as well as information provision system.

The last part on "demonstrating its own working solutions" may be the key to assess the relevance and design of this component. Until now, the interviews and documents analysed show that the support even to its members was very limited, done on ad-hoc basis and mainly focused in helping few member organization with information's on potential project partners to apply for EU funds, or as in the case of FOL Movement, which asked from CiviKos to act as mediator between them, KFOS and RIINVEST in order to find solution about a dispute between them. In relation to cooperation between civil society and Government, it was only one request submitted to CiviKos by EC Ma Ndryshe, in the capacity of a member of the Prizren Cultural Organizations Network RROK. The request was about getting membership attestation letter from CiviKos, as a prerequisite for building formal cooperation with Ministry of Culture, Youth and Sport. In the absence of internal mechanisms, such as selection process or position building mechanisms, these kinds of services have been impossible to be offered to any of the interested parties.

According to the Executive Director of CiviKos, 'there are also few cases when non-member organizations (as the case of Group for Legal and Political Studies) asked for the possibilities to be engaged during the implementation phase of the Strategy, thus I'm trying to explain that the Strategy was designed for all, not only for its members. But, in general members are not proactive in requesting from CiviKos any service, advice or initiative. '[8] At the other side, the expectation of interviewed members are that CiviKos should be proactive in mobilizing members in different processes, and within these processes the available support may be provided.

In order to provide support to third parties, one needs to have sufficient mechanisms and capacities for respective processes, issues or themes. In reality, the understanding of the facilitation services until now from the carriers of the project has been mostly implying the Secretariat only, thus resources from member organizations have not been utilized sufficiently. As described earlier in this document, internal mechanisms are on the process of their creation, Secretariat capacities are still on the way to be developed, while the thematic expertise lies at the level of specific member organizations which are well-established and possess extensive experience in their particular fields of work. Indeed, it was never aimed to build specific expertise within the Secretariat – in contrary, the expertise of member organizations was

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[8] Interview with Valdete Idrizi, Executive Director-CiviKos, 13 September, 2013

meant to be utilized through coordination coming from the Secretariat. Furthermore, one particular part of services on which no offer is available in Kosovo are the selection mechanisms for representation in different bodies established by public authorities. As the internal documents which are to be drafted in the near future will address this issue, this can be a very concrete and useful facilitation to be provided by CiviKos to its members, and not only.

To conclude, until now, CiviKos has provided few facilitation services and most of them have been not related directly to the cooperation process or the Strategy. The understanding of facilitation services to be provided by CiviKos should be extended beyond its Secretariat, and expertise and experience of member organizations should be utilized more. In addition, considering the limited capacities of the Secretariat and pressing need to start with Strategy implementation, priority should be given to support the "Strategy related initiatives", although other initiatives shall not be excluded when resources and time might be available. As one of the most pressing needs related to the Strategy and other cooperation initiatives, providing facilitation for selection mechanisms and position building could be the initial service provided by CiviKos for the coming period. Direct services should be offered by member organizations that have the necessary expertise on particular issues. In order to do this, CiviKos should map the existing support capacities by its members, which than can be made available to other CSOs through a CiviKos facilitation. Following this, Secretariat could become a mechanism for matching the corresponding demand and supply, as well as identifying needs that are not addressed. This would perfectly fit with the entire vision of making the Secretariat as a coordination mechanism which would mobilize its members and other parties to add value to each other initiatives and activities.

Last part of the support services consists of a _financial service package_, with emphasis on providing reimbursements of direct costs incurred by CSOs as a consequence of their involvement in civil participation processes or remuneration for contributions provided by CSOs (or individuals working on behalf of CSOs) that are involved in such processes.

Regarding the financial support offered by CiviKos, up to now no system for such financial support has been developed. Within the Secretariat the discussions are on-going and some financing models have been discussed, but nothing has been decided. The Secretariat plans to propose a model to the Board for approval, before initiating disbursement of funds.

Although not within the scope of the project, we think it is important to mention in this part of the report also the rest of the "financial part" of the Strategy implementation, which is also related to CiviKos. The Strategy is a governmental document and the obligation to ensure funds for its implementation is at the side of the government. During the drafting process, a tentative budget needed for the first two years has been made, while the green-light for this budget was issues also by the Ministry of Finance. Nevertheless, no clear picture was found at the side of Government on the public funds dedicated to the implementation of the Strategy, as "this issue will be seen after specific activities will start to implement". OGG declares that commitment of funds was automatically ensured through the approval of the Strategy, but no concrete steps

on mobilizing these funds were found. Each of the line Ministries is aware of their responsibilities and they will mobilize funds within their budget.[9]

In addition, OGG considers that this office needs additional capacities and funds for implementation of the Strategy. Neither existing human resources nor funds available are sufficient for this process. Thus, OGG expectations are that CiviKos will be active in mobilizing additional funds for the implementation process, as it will be difficult to fund the entire implementation only from the budget of the Government, as well as assist in ensuring technical assistance for OGG.[10]

To conclude, the financial support system for CSOs that are active in participation process is an interesting model which provides modest but concrete benefits to small and remote CSOs. However, it is necessary that this support is provided only based on a developed and agreed system, which ensures that the support is properly used and only those who really need it will benefit from the available funds. Thus, CiviKos needs to develop this system as soon as possible and discussions for its design should be extended beyond the Secretariat, involving member organizations as well. This support should be promoted so all potential beneficiaries will be informed on this opportunity.

3.4 Monitoring, evaluation and reporting on the civil participation process in Kosovo

The fourth activity stream of the project aims to contribute to an *increased and regular monitoring, evaluation and reporting on the civil participation process in Kosovo in general and on civil society's cooperation with the Government in particular.* This component aims to position CiviKos as the lead organization in bringing together different stakeholders which are relevant or have an experience in monitoring and civil participation, such as Government, KCSF, organizations implementing EU funded projects, etc.

According to the submitted project document, the main aim of CiviKos is to advocate for the development and implementation of a comprehensive, multi-layered, Monitoring, Evaluation and Reporting system (MER system). However, based on the initial documents produced within this component, this understanding was not shared in full from the Secretariat. In this regard, before continuing with the specific activities related to MER system, it is important that all stakeholders involved share the same understanding and expectations for the design of monitoring system.

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[9] Interview with Habit Hajredini, Director-Office of Good Governance, 10 September, 2013

[10] Ibid.

Until now, the monitoring, evaluation and reporting is quite at an early stage of development within CiviKos. An initial monitoring template has been drafted within the Secretariat for purposes of monitoring the project outcomes and one specially assigned staff has been recruited for monitoring purposes only. When it comes to designing the system for monitoring the implementation of the Strategy and civil participation process in Kosovo, the Secretariat is on the process of preparations and is planning to engange an expert of the field. Some of the interviewed members think that when designing the monitoring and evaluation plan, it is useful to involve or at least consult members with relevant experience. This would result in a genuine discussion and reflection of the specifics of the Strategy process and participation process in Kosovo.

Although monitoring system for the cooperation between civil society and government is not yet in place, according to the Executive Director, some initial monitoring has been conducted. Upon request of the assessors, a technical assessment for the public consultation process has been conducted by CiviKos staff. The initial monitoring includes the list of draft-laws delivered from the Government (through CiviKos) and technical details of the documents. No information on the content of the consulted documents, consultation process or follow-up has been provided.

On the other side, many member organizations interact with the Government in policy-making process in their daily work. However, interviews and data analysis revealed that none of the interviewed organizations has been approached by CiviKos for monitoring purposes. In line with this, most of the interviewees think that if CiviKos continues to be focused only on information sharing and without any well developed and continuous monitoring/tracking mechanism for cooperation between CSOs and Government, the Government would have the "luxury" not to implement the Strategy, as no evidence based pressure from civil society sector would be possible.

In this regard, member organizations who have such expertise have expressed their readiness to contribute for developing a monitoring system as well as train the staff which is in charge. Since they are not in daily contact with the Secretariat, they think that the Secretariat should inform the members on their needs, so their contribution and assistance could be easily mobilized. One feasible alternative which was supported also from CiviKos Board is to immediately start with a "manually handled" system of monitoring of the Strategy, while its implementation as well as successful models from the region can be used to further advance this system to a web-based monitoring matrix of the Strategy.

Last, the project document and interviews with Secretariat indicate that there will be a unique monitoring system for both CiviKos and government. As some of the interviewers think, this alternative should not be excluded but it is very important for CiviKos to have its independent data too. In later stages of evaluation of implementation of the Strategy, Government will normally present their data, which need to be confirmed or challenged from independent data from civil society.

To conclude, establishing a monitoring system is crucial to a proper implementation of the Strategy and other processes of cooperation between civil society and government. Until now, the monitoring, evaluation and reporting is quite at an early stage of development within CiviKos. The initial technical monitoring conducted recently should be added with content related monitoring. One feasible alternative could be to initiate with a "manually handled" system of monitoring of the Strategy, while its implementation as well as successful models from the region can be used to further advance this system to a web-based monitoring matrix of the Strategy. In order to further advance, understanding of the role of CiviKos in this process needs to be same from all stakeholders, in particular the Secretariat and its members who will contribute and benefit from the monitoring system. Gathering and producing independent data is necessary to properly assess the level of implementation of the Strategy and identify gaps and opportunities. Thus, monitoring system not necessarily needs to be unique for both sides (Government and CiviKos). As proposed in the project document, CiviKos shall initiate and mobilize the expertise from its member organizations which have expertise in monitoring and/or civil participation, so a functional and Kosovo specific monitoring, evaluation and reporting system could be designed.

3.5 Visibility on the civil participation process in Kosovo

Last activity stream within this project aims to ensure an _increased and continuous visibility on the civil participation process in Kosovo in general and on civil society's cooperation with the Government in particular._ As clearly stated in the project document, the main subject of visibility is the civil participation process in Kosovo, while indirectly CiviKos as an institution is an integral part of this. Standard visibility tools have been planned to be used, such as media, leaflets, brochures, newsletters, web-site, etc. An additional visibility element is the joint Annual Forum on Civil Society - Government Cooperation, where further promotion of dialogue and partnership between government and civil society will be made. All of the above were planned to be detailed through a Communication and Visibility Plan, which was to be drafted at the initiation of the project.

According to the documents analysed and interviews, CiviKos has a lack of visibility. Many of the interviewers think that CiviKos member organizations and central government units are the only ones knowing the existence, mission and work of CiviKos. Recently, a visibility strategy document was drafted but members were not consulted and have no information on its content or intended results.

Concretely, since the re-consolidation of CiviKos platform in 2012, the media presence was one of its weakest spots. Article 5 of the CiviKos statute, enables the Secretariat to use various forms of media presentations (TV debates, conferences, seminars etc) in order to promote CiviKos mission and aim.[11] However, this form of communication has not been used until now and CiviKos has not presented itself in media, neither in TV nor in printed media. Most of the interviewed members raised concerns on the lack of visibility from CiviKos. According to them, this may diminish the level of trust on CiviKos from its members or non-member organizations, as well as may reflect a lack of competence in its work. Nevertheless, CiviKos Board asked that CiviKos should be prepared also to react when principles of cooperation are not followed and Strategy activities are not implemented on time or properly. Moreover, no promotional materials (leaflets, brochures) have been produced. According to the Executive Director of CiviKos, some samples of newsletters and other materials have been collected and discussed, but yet nothing has been decided.

CiviKos website is functional and contains the basic information about CiviKos and its mission, the list of member organizations, and the final version of the Strategy. However, the website is very static and no updated information is available. Except the information on adoption of the Strategy published in July 2013, the last activity published in CiviKos website dates back in January 2012. It seems web-site is not considered as a communication tool within CiviKos. Some members have requested for more usable and informative web-site, while some of them expressed their readiness to help on this issue. In addition, CiviKos Board asked that for a certain period of time, the current CiviKos website should be updated regularly, while during 2014 a new web-platform should be designed, so to address the needs of an increased activity and interaction within CiviKos. Actually, the only functional communication tool utilized by CiviKos is e-mail, and lately, CiviKos started to use social networks (FB, LinkedIn, Twitter and Flickr) as a communication tool, where few information/calls are published.

According to most of the interviewed members and government officials, to become functional and visible, CiviKos should act as 'interlocutor' and gather organizations through various communication and public presentations. "Only through various meetings, TV debates, conferences, workshop/seminars and newsletter/brochures, CiviKos work and activities become visible and known to the members, government officials and wider public, thus not remaining 'within walls'" - one of the members said.[12]

To conclude, visibility is one of the weakest points of CiviKos, both based on the reviewed documents and interviews conducted. E-mails are the only communication tools used until now

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[11] Statute of the CiviKos platform, Article 5, p.5, http://www.civikos.net/repository/docs/Statute.pdf

[12] Interview with Driton Selmanaj-Kosovo Democratic Institute (KDI), 9 September, 2013

and recently, social networks started to be used. Website is out-dated and no promotional materials have been produced until now. Media presence has been almost inexistent. Based on the above, a different approach with regard to visibility should be taken immediately. Promoting itself is not the *raison d'être* for CiviKos, but its work should be public. All interested parties should know that such a platform exists and can be utilized, and this should be the main reason behind an increased visibility. CiviKos visibility should not be limited only to promoting the Strategy and the cooperation with the government. If needed, CiviKos should make itself visible also on reacting when principles of cooperation are not followed and Strategy activities are not implemented on time or properly. CiviKos should extend its communication tools with its members beyond traditional e-mails, while other stakeholders and the general public should be informed through media appearances and printed media. CiviKos website should contain at least updated information from CiviKos activities, while a new concept of utilizing web-tools should be discussed and promoted.

4. Conclusions and recommendations

In line with the Terms of Reference provided by CiviKos Platform and KCSF proposal for the methodology to be used, the main aim of this baseline study is to assess relevance and effectiveness of the project "Working Together – Part 1". In addition, in order to measure two above mentioned elements, the design of specific activities was also carefully analysed.

Based on the documents analysed and interviews conducted, **the objectives of the project "Working Together" are relevant** to the context in which civil society operates in Kosovo, and in particular to the priorities and mission of the CiviKos Platform. In addition, these objectives contribute to a better implementation of the Governmental Strategy for cooperation with civil society. However, a number of particular activities have been found to be not fully relevant, in particular with regards to the current phase of development of CiviKos Platform.

With regards **to effectiveness**, **the extent to which project objectives are expected to be achieved is considered moderate** in the given context of developments. One of the main reasons for this is the highly dense activity plan within one year of project implementation. Nevertheless, in parallel to deciding on the short-term priorities, most of the objectives can be achieved if a more proactive approach and intensive performance of CiviKos' Secretariat will be put in practice.

Last, **the design of a number of particular activities is found to be not feasible**. For increasing the chances of successful implementation of those activities, a revision of their design is necessary so the real needs and expectations of the target groups can be properly met.

In general, the project "Working Together" presents an added value to the overall developments in civil society in Kosovo. With an increased proactivity from CiviKos Secretariat, its Board and its member organizations, this project provides an excellent opportunity for building on the momentum of adoption of the Governmental Strategy for cooperation with civil society. As it is the first time that civil society and government enter into formal and comprehensive agreements, the concrete results cannot be expected within a very short period of time. The inclusive process of strengthening CiviKos Platform and its functioning is a process that implies many actors and factors, as well as has to take into account various developments in the very dynamic society of Kosovo. It is the role of CiviKos leadership to be proactive in ensuring that the necessary mechanisms are in place and common interests and challenges are properly addressed by all parties.

In the following part, a list of conclusions and recommendations for each of specific activities is presented. In order for all readers to interconnect the _conclusions (C)_ and _recommendations_

(R), both of these are presented subsequently within each respective activity. In addition, an indication of the relevance and priority for each of the recommendations is provided, in order to enable the users of this baseline study to have a snapshot of the sequencing of actions which are recommended to be taken.

Activity 1.1 - Strengthening CiviKos' Governance and Management Structure	Relevance	Priority
(C) - The internal documents which have been planned to be completed are still on the drafting process and further consultations need to be undertaken in order to finalize the documents. In addition to the already drafted documents, specific rules for Financial Management shall be produced and adopted in a near future.	N/A	N/A
(R) - Rules of Procedure and Code of Conduct will determine functioning of CiviKos in the coming years, thus members need to be fully informed and consent with the content of these documents.	High	High
(R) - As the documents shall be adopted by the Assembly of Members by the end of 2013, CiviKos Secretariat should undertake comprehensive consultations to ensure that member organizations provide their comments and are prepared to implement the provisions after their adoption.	High	High
(C) - As a result of these consultations, both the Secretariat and member organizations would increase their ownership in the drafting process	High	Medium
Activity 1.2 - Strengthening CiviKos' executive, operational, managerial, financial and technical capacities	Relevance	Priority
(C) - The performance of Secretariat needs to advance still so to be in line with the expectations from the member organizations while dependence from the external expertise.	N/A	N/A
(C) - In order for the Secretariat to advance their performance, further capacity building of the staff is necessary, based on a clear and specific capacity building plan.	N/A	N/A
(R) - Specific expertise of member organizations should be utilized in capacity building efforts and more direct contact with them is crucial in achieving this. More presence of Secretariat staff in the activities of its member organizations, as well as creation of more opportunities for direct interaction with member organizations is one of the first steps to contribute to this.	Medium	High

	Relevance	Priority
(R) - According to its statute and expectations from member organizations, main task of CiviKos Secretariat is coordination of member organizations towards the cooperation with government and initiatives on the main issues of common interest that fall within CiviKos' mission. For this to happen, it is a necessity to align the required and expected role with the capacities and performance of the Secretariat.	High	Medium
(R) - For the coming period, CiviKos Secretariat should focus on increasing their skills and capacities for technical and content coordination, as well as be more proactive in undertaking initiatives on issues which fall within the mission of the network. Thus, an increased commitment from Secretariat in advancing their capacities is crucial to achieving the set objectives of the project, as well as become fully operational for the needs of CiviKos in general.	High	High
Activity 1.3 - CiviKos Internship Programme	**Relevance**	**Priority**
(C) - In general, the current implementation of the internship programme has been satisfactory, and additional human resources available for the Secretariat present a good opportunity to increase the overall volume and quality of work. Definition of tasks for the selected interns is a great way of focusing their smooth inclusion in the daily work of the Secretariat.	N/A	N/A
(R) - The next round of interns should also be more focused on achieving the initial aim of this programme in getting the members closer to the daily work of CiviKos and vice versa, through increased involvement of member organizations in preparation and implementation of this programme.	Low	Low

Activity 2.1 - Partnership - Advocacy for a genuine Civil Society – Government Partnership	**Relevance**	**Priority**
(C) - CiviKos Platform is best placed to promote the partnership principles and exert the necessary pressure towards the government in applying the principles and objectives already agreed through the Strategy. In absence of CiviKos, the likes of the government to implement the Strategy are minimal, or at least not according to the principles agreed by both parties.	N/A	N/A

	Relevance	Priority
(C) - In order for CiviKos to play its role, two main preconditions need to be met: 1) possessing of functional internal mechanisms, and 2) proactivity of the Secretariat to track the developments and mobilize and involve its members to contribute and/or react.	N/A	N/A
(C) - While the first precondition will be met as soon as the activities from the 1st project component will be completed, the second precondition is dependent mostly on the future performance of the Secretariat.	N/A	N/A
(R) - An intensive outreach campaign to member organizations and others with the aim of informing and mobilizing their contribution for the implementation of the Strategy is urgent.	High	High
(R) - CiviKos Board and Task Forces have also an important role to play in providing the necessary directions, respectively expertise for the Secretariat	High	High
Activities 2.2 and 2.3 - Establishment and operation of the joint Advisory Council and three joint "Task Forces" as per strategic priorities	**Relevance**	**Priority**
(C) – Initially, there were a couple of problems on design and implementation plan of the part on joint Advisory Council and Task Forces. There was no clear and uniform understanding of the concept and positioning of the Task Forces; the sequencing of implementation of activities related to these two bodies are not rational and have conflicting hierarchy; and draft documents for jAC and Task Forces have not been yet consulted with members, thus contributing to this unclear situation. This situation was clarified following a Board meeting, which decided that the jAC should precede the Assembly of CiviKos, while the Task Forces shall be comprised only from civil society representatives.	N/A	N/A
(R) - As the members will be those who will participate and contribute in the work of both bodies, a qualitative consultation of the concepts and draft documents is the very first step to be undertaken by the Secretariat. Since jAC will be an official governmental document, CiviKos should insist that this document passes all the required public consultation phases, while CiviKos Secretariat can offer itself as a facilitator of this process.	High	High
(R) - Both CiviKos and OGG should refrain from launching incomplete documents in their already planned October conference. Since Secretariat is planning to launch the consultations very soon, the October conference can be used as an additional consultation opportunity for the jAC mandate and establishment.	High	High

	Relevance	Priority
(R) - None of CiviKos representatives can be elected before the Assembly of Members adopts the selection procedures. Thus, preparations for the Assembly shall start immediately and all unclear issues clarified before the Assembly takes place.	High	High
(R) - As the drafts of the documents for jAC and Task Forces are produced by external consultants and only limited consultations have taken place, CiviKos Secretariat should officially invite the Board and all members who have the necessary expertise to contribute to their finalization. Only if Kosovo specific context is taken into account, such documents can be properly implemented in practice.	High	High
Activity 2.4 - Enhancing the Government's information provision on Government – Civil Society Cooperation	**Relevance**	**Priority**
(C) - Given that a number of other top priority issues need to be addressed at the earliest convenience, CiviKos is not well positioned to assist the Government in building an information system at this period of time.	N/A	N/A
(C) - CiviKos can provide assistance and expertise to other parties for information provision only after its internal capacities and mechanisms are sufficiently developed.	N/A	N/A
(R) - When doing so, it needs to carefully assess a wide spectrum of factors which influence a successful information provision and aim to build a complementary system which links governmental and CiviKos information systems.	Medium	Low
(R) - This activity is considered not feasible for the first year of project implementation and needs to be re-scheduled for the second year of the project.	N/A	N/A

Activity 3.1 - Information Services for Civil Society – Government Cooperation	**Relevance**	**Priority**
(C) - CiviKos' information system is yet to be established and a substantial work needs to be done for a proper design of this system.	N/A	N/A
(C) - The most pressing issue is establishing the necessary tools to gather, process and disseminate information from the Secretariat.	N/A	N/A
(R) - E-mails, although a low-cost and effective communication tools, need to be complemented with other tools, including web-site and direct communication.	Medium	Medium

	Relevance	Priority
(R) - It is necessary to ensure that communication is not one-directional, thus providing member organizations with opportunities to react and contribute to the disseminated information is of crucial importance.	High	Medium
(R) - A precondition to this is to increase the capacities of the Secretariat to gather and process relevant information and not limit only to forwarding documents and materials which are produced by other parties only.	High	Medium
(R) - Opening of Regional Hubs is considered still not feasible for the first year of the project. However, the already published call for Expression of Interest should be used to gather additional information on members ideas and thoughts on this issue, and based on this the final decision shall be made, including the alternative of postponing this activity for later stages of the project.	N/A	N/A
Activity 3.2 - Facilitation Services for Civil Society – Government Cooperation	**Relevance**	**Priority**
(C) - Until now, CiviKos has provided few facilitation services and most of them have been not related directly to the cooperation process or the Strategy.	N/A	N/A
(R) - The understanding of facilitation services to be provided by CiviKos should be extended beyond its Secretariat, and expertise and experience of member organizations should be utilized more.	Medium	Medium
(R) - Considering the limited capacities of the Secretariat and pressing need to start with Strategy implementation, priority should be given to support the "Strategy related initiatives", although other initiatives shall not be excluded when resources and time might be available.	Medium	Medium
(R) - As one of the most pressing needs related to the Strategy and other cooperation initiatives, providing facilitation for selection mechanisms and position building could be the initial service provided by CiviKos for the coming period.	High	High
(R) - Direct services should be offered by member organizations which have the necessary expertise on particular issues.	Medium	Low
(R) - CiviKos should map the existing support capacities by its members, which than can be made available to other CSOs through a CiviKos facilitation.	Medium	Medium
(R) - The Secretariat shall become a mechanism for matching the corresponding demand and supply, as well as identifying needs that are not addressed. This would perfectly fit with the entire vision of making the Secretariat as a coordination mechanism which would mobilize its members and other parties to add value to each other initiatives and activities.	High	Low

Activity 3.3 - Financial Services for Civil Society - Government Cooperation	Relevance	Priority
(C) - The financial support system for CSOs that are active in participation process is an interesting model which provides modest but concrete benefits to small and remote CSOs.	N/A	N/A
(C) - The financial support system was not developed until now. The Secretariat is working to develop a model and further consultation with the Board and other stakeholders have just been initiated.	N/A	N/A
(R) - It is necessary that this support is provided only based on a developed and agreed system, which ensures that the support is properly used and only those who really need it will benefit from the available funds.	High	High
(R) - CiviKos needs to develop this system as soon as possible and discussions for its design should be extended beyond the Secretariat and Board, involving member organizations as well.	High	High
(R) - This support should be promoted so all potential beneficiaries will be informed on this opportunity.	Medium	Medium

Activity 4.1 - Monitoring, Evaluation and Reporting	Relevance	Priority
(C) - Establishing a monitoring system is crucial to a proper implementation of the Strategy and other processes of cooperation between civil society and government.	N/A	N/A
(C) - Until now, the monitoring, evaluation and reporting is quite at an early stage of development within CiviKos.	N/A	N/A
(R) - The initial technical monitoring conducted recently should be added with content related monitoring. One feasible alternative could be to initiate with a "manually handled" system of monitoring of the Strategy, while its implementation as well as successful models from the region can be used to further advance this system to a web-based monitoring matrix of the Strategy.	High	Medium
(R) - In order to further advance, understanding of the role of CiviKos in this process needs to be same from all stakeholders, in particular the Secretariat and its members who will contribute and benefit from the monitoring system.	High	Medium
(R) - Gathering and producing independent data is necessary to properly assess the level of implementation of the Strategy and identify gaps and opportunities. Thus, monitoring system not necessarily needs to be unique for both sides (Government and CiviKos).	Medium	Low

(R) - CiviKos shall initiate and mobilize the expertise from its member organizations which have expertise in monitoring and/or civil participation, so a functional and Kosovo specific monitoring, evaluation and reporting system could be designed.	High	Medium

Activity 5.1 - Visibility	Relevance	Priority
(C) - Visibility is one of the weakest points of CiviKos, both based on the reviewed documents and interviews conducted.	N/A	N/A
(C) - E-mails are the only communication tools used until now and recently, social networks started to be used. Website is out-dated and no promotional materials have been produced until now. Media presence has been almost inexistent.	N/A	N/A
(R) - A different approach with regard to visibility should be taken immediately. Promoting itself is not the *raison d'être* for CiviKos, but its work should be public. All interested parties should know that such a platform exists and can be utilized, and this should be the main reason behind an increased visibility.	Medium	High
(R) – CiviKos visibility should not be limited only to promoting the Strategy and the cooperation with the government. If needed, CiviKos should make itself visible also on reacting when principles of cooperation are not followed and Strategy activities are not implemented on time or properly.	Medium	High
(R) - CiviKos should extend its communication tools with its members beyond traditional e-mails, while other stakeholders and the general public should be informed through media appearances and printed media.	Medium	High
(R) - CiviKos website should contain at least updated information from CiviKos activities, while a new concept of utilizing web-tools should be discussed and promoted.	Medium	Medium

Although not directly linked to the project "Working Together", other target groups of the project were indirectly assessed and a number of recommendations may be transferred to them:

CiviKos Board

- Be more active in order to provide the Secretariat strategic directions

- Have more frequent meetings and create mechanisms for continuous reporting and monitoring of the work of the Secretariat, in order to keep the Secretariat more accountable

- Serve as promoters of CiviKos vision and mission in their daily work as civil society activists

Member organizations

- Be more pro-active towards CiviKos through contributing with their information, knowledge and expertise to issues within CiviKos mission

- Be more pro-active towards the Secretariat through increasing their demand for information, coordination and facilitation

- Get involved in Task Forces, based on their field of work and expertise

Office for Good Governance

- Adjust its internal structures/organization for dedicating the adequate resources to the coordination of Strategy implementation

- Be active in ensuring that necessary financial means for implementation of the Strategy are allocated from the governmental budget

- Explore potential support outside government for increasing internal capacities on cooperation with civil society

Appendixes:

Questionnaire for semi-structured interviews

To the Secretariat:

1. How did you inform the members for the approval and content of the Strategy? Are the members informed for the content and specificities of the Strategy (in particular in relation to their field of activity)? What are the follow-up plans?
2. Which will be the responsibilities of member organizations in relation to the implementation of the Strategy? Did members express their readiness for taking responsibilities in relation to the implementation of the Strategy? If so, how many organizations and which organizations?
3. How many member organizations do you have?
4. What is the membership process like (do the organizations reach you or vice versa)?
5. What are the expectations from member organizations (responsibilities, contribution, benefits)? What is their engagement/role in practice?
6. Do you have requests for any kind of services from member organizations? What kind of services? Can CiviKos provide those services?
7. Can you describe your internal organization (organogram, staff job description)?
8. What are the tools of communication with member organizations? How often do you communicate with your members? What kind of information do you share with them? Do you have a selective sharing of information (based on sectorial interest)? Do you have feedback from member organizations?
9. Where do you (CiviKos) get the information?
10. Since the beginning of the project, how many times did you organize meetings with member organization? What was the purpose of the meetings? Who led the meeting? Who were the participants? What was the outcome?
11. Did you establish a financial services system? If any, how many organizations benefited so far? What are the procedures?
12. Do you monitor the Strategy activities? Do you facilitate and coordinate between public institutions and member organizations for participation in specific processes?
13. Since the approval of the Strategy, how many meetings did you have with OGG? What was the purpose? How many meetings with other relevant institutions did you have? Which institutions and for what purpose?
14. What are the actual internal documents of CiviKos Platform? Which ones are in the drafting process? Which are the main challenges of internal functioning of the Secretariat?
15. How many media presentations did you have? What is the plan for promotion of CiviKos and the Strategy?

To Members:
1. Are you informed for the content of the Strategy? How have you been informed? What strategic objective is important for the work of your organization? What benefits for your organization do you expect from the Strategy? What will be your contribution? Are you interested to be involved in any of the Task Forces?
2. Have you ever thought to inform CiviKos about the activities of your organization that can contribute to the Strategy?
3. What was the main reason for joining CiviKos Platform?
4. What is the expected role/engagement of CiviKos members?
5. Have you ever asked CiviKos Platform to provide you with any services? If so, what kind of services? Have you ever benefited from CiviKos Platform services? If so, what kind of services?
6. How do you foresee your future engagement in CiviKos Platform?
7. What kind of information do you receive from CiviKos? How often? How useful they are? Is there any case that after receiving the information from CiviKos, your organization has been activated or involved in any specific process? Have you ever been contacted by CiviKos Secretariat in order to get the information for your engagement in any cooperation processes with the public institutions?
8. Do you communicate with CiviKos Secretariat? How often? For what purpose?
9. Have you ever attended in a meeting organized by CiviKos Platform? What was the purpose of the meeting? What was your contribution/benefit?
10. What are the actual internal documents of CiviKos Platform? Are you familiar with their content? Is there anything you think should be improved? According to your opinion, which internal mechanism CiviKos should have?
11. What are your expectations from CiviKos Secretariat?

To governmental representatives:
1. Are you informed about the Governmental Strategy for Cooperation with Civil Society?
2. Did you participate in drafting process of the Strategy?
3. What are your institution's obligations towards the Strategy? Have you begun preparing for the implementation of any of these obligations?
4. How do you assess the cooperation between the two sectors? What do you think about the Government/civil society?
5. Was the Financial Impact Assessment certificate issued for the Strategy? (for OGG and MF only)
6. Is the necessary budget for the implementation of the Strategy allocated? If not, why? When it will be allocated?

To "outsiders"
1. Have you ever heard about the CiviKos Platform? What do you know about CiviKos Platform? How did you get this information?
2. Have you ever heard about the Governmental Strategy on cooperation with civil society? What do you know about this Strategy? How did you get this information?

List of Interviewees

1. Behxhet Gaxhiqi, Ministry of Labor and Social Welfare (MLSW)
2. Driton Bajraktari, Down Syndrome Kosova (DSK)
3. Driton Selmanaj, Kosovo Democratic Institute (KDI)
4. Gani Lluga, NGO ASTRA
5. Habit Hajredini, Office of Good Governance (OGG)
6. Hajrulla Çeku, EC Ma Ndryshe
7. Kushtrim Kaloshi, Advocacy Training and Resource Center (ATRC)
8. Valdete Idrizi, CiviKos Platform
9. Naime Sherifi, The Center for Protection of Women and Children (CPWC)
10. Qerkin Berisha, Ministry of Finance
11. Vjollca Çavolli, Kosovo Association of Information and Communication Technology (STIKK)
12. Taulant Hoxha, Chair of Board of CiviKos Platform[13]
13. Rexhep Bllaca, Ministry of Trade and Industry (MTI)
14. Jusuf Thaqi, ENCOMPASS
15. Shkumbin Spahija & Arben Lila, Kosovo Advocacy and Development Center (KADC)
16. Burim Seferi, Kosovo Red Cross
17. Faik Hoti, Ministry of Health (MH)
18. Valmir Ismajli, Kosovo Democratic Institute (KDI)
19. Labinot Krasniqi, NGO Koha Klinë

List of participants in the focus group with CiviKos Board

1. Taulant Hoxha – Chair of Board
2. Veton Muja – Member of Board
3. Valbona Salihu – Member of Board
4. Petrit Tahiri – Member of Board
5. Sihana Mehmeti Xhaferi – Member of Board
6. Valdete Idrizi – Executive Director
7. Mimoza Murati – Secretariat Coordinator
8. Dardan Kryeziu – Monitoring Officer / Minute Taker

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[13] The interviewees from 1 to 12 were considered as "key informants" and the interviewees from 13 to 19 were considered as "outsiders"